



## Corporate Plan 2023 - 2027

### 1. Foreword

Convener and CEO

### 2. Introduction

The nature and climate crisis is at the core of the new Cairngorms National Park Partnership Plan. That plan sets out how we will look after the Park and how we develop and deliver a well-being economy that works for the people of the Cairngorms whilst also restoring nature and delivering net zero. It is our duty to deliver the Partnership Plan along with many others to look after and enhance this special place for the people of Scotland.

This Corporate Plan describes how the Cairngorms National Park Authority contributes to the delivery of the Cairngorms National Park Partnership Plan 2022 – 2027.

Our Corporate Plan also sets out how the Park Authority plans to achieve our aim of being 'the best small public body in Scotland' and how we will support Scottish Government across its policy priorities.

Our ambition is set out across three themes – Nature, People and Place. These are the themes of the National Park Partnership Plan and this document sets out the role of the National Park Authority in helping to deliver the objectives set out in that document. This is underpinned by our corporate functions and communications and engagement work.

Over 100 organisations are listed in the Partnership Plan document and it is our intention to work in partnership with a range of organisations, communities, land managers, businesses and others to deliver real change on the ground.

The Park Authority has a good track record of using its funding to leverage significant support into the Cairngorms and we will continue to do this. The Partnership Plan focuses on the big issues in the National Park and our role is to work with all to tackle those key challenges and come up with practical solutions.



### 3. Strategic context

#### **National Park**

The Cairngorms is the UK's largest national park at 4,528 sq km (6% of Scotland's land mass) and is home to one quarter of the UK's rare and endangered species. Around 18,000 people live in the National Park across the areas of Aberdeenshire, Angus, Highland, Moray, Perth and Kinross, with over two million visitors enjoy this special place every year.

The National Park has four distinct aims as set out by Parliament:

- To conserve and enhance the natural and cultural heritage of the area.
- To promote sustainable use of the natural resources of the area.
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public.
- To promote sustainable economic and social development of the area's communities.

These aims are to be pursued collectively. However, if there is conflict between the first aim and any of the others, greater weight is given to the first aim (as set out in Section 9.6 of the National Parks (Scotland) Act 2000). This helps ensure conservation of the natural and cultural heritage underpins the economic, social and recreation value of the Cairngorms National Park.

#### **Scotland**

The direction of travel from Scottish Government is clear around the nature and climate crisis, the need to have a just transition and the need to develop an economy that works for all. There is significant change likely to happening in Scotland over the coming years that will have a significant impact on the Park and how the Park Authority operates. This includes the Nature / Environment Bill, Land Reform Bill and Agriculture Bill all due within this parliamentary term. There are also proposals for at least one new National Park in Scotland.

The Park Authority continues to work closely with public sector partners through working groups and through strategic engagement in entities like the Environment and Economy Leaders' Group, Scottish Forum on Natural Capital etc. and across the full range of Scottish Government functions.



## Further afield

The Park Authority works closely with other national parks in the UK as part of the National Parks Partnership and National Parks UK. These collaborative mechanisms allow us to use the power of fifteen national parks to tackle some of the key strategic priorities around green finance, fundraising and sponsorship, and other issues that are more difficult to tackle as a single national park.

At a European level, the Park Authority continues to be an effective and enthusiastic member of the Europarc Federation, which provides great insight, coordination and knowledge-sharing into how National Parks are tackling the big issues across Europe.

## 4. Our approach

### Cairngorms National Park vision

‘An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.’

### Park Authority mission

To lead the way in delivering for the Cairngorms National Park by:

- Bringing people together towards a common purpose
- Enhancing the National Park for everyone
- Inspiring new generations to be National Park champions

### Park Authority values

The Park Authority is an open, inclusive, innovative and professional organisation that behaves with integrity. The Park Authority will also operate in an environmentally friendly way that demonstrates leadership in this area.

### Culture

The Park Authority wants to be the best small public body in Scotland. The Best Companies Survey has consistently shown that we are a people-orientated organisation



that is performing well for its employees. The Park Authority will build on our Organisational Development Strategy and will strive to ensure a high-performance culture and take forward new opportunities where they arise to deliver for the National Park. We will also be innovative, quick to act and to empower staff to deliver the strategies that are put in place by the Park Authority board. Diversity and equality will be a key component of our work as the Park Authority.

### **New ways of working**

The Park Authority will continue to look at new ways to operate as an organisation to deliver our commitments in this plan period. This includes looking for alternative funding streams, from applications to the likes of the National Lottery Heritage Fund to sponsorship opportunities, green finance and other mechanisms. It will also include working collaboratively with partners to deliver improved services on the ground.

### **Performance monitoring**

We have set out indicators for each of the key objectives in the Partnership Plan and these will be measured and monitored across the next five years. By nature of the Park Authority's role – seeking to lead collaborative effort in tackling the big issues for the Cairngorms – these performance measures are rarely directly controllable by the Park Authority and certainly not by the Park Authority alone. Rather, they require the necessary collaboration and engagement of the Park Authority and our partners. In this way, they act as measures of the effectiveness of our leadership and influencing abilities, combined with our own direct investment of finance and staff resources, in tackling these priorities.

## **5. Park Authority board**

The Park Authority board provides strategic direction for the organisation. There are 19 board members and the board carries out its functions through a process of formal public meetings and committee meetings. The board's formal committees are: audit and risk, planning, resources and performance.



## 6. Services

The Park Authority is the Planning Authority and Outdoor Access Authority for the area. This means that certain functions have to be provided by the Park Authority, eg Local Development Plan, Core Paths Plan, Development Management (where planning applications are called-in), outdoor access case work and the National Park Partnership Plan.

The Park Authority also has a number of ongoing funding commitments, such as to community development officers, ranger services, multi-year projects (Heritage Horizons: Cairngorms 2030, Cairngorms Capercaillie Project, community-led local development), peatland restoration, catchment management and nature restoration projects.

These ongoing commitments and statutory duties, alongside the overarching National Park Partnership Plan, mean that the room for significant change in strategic direction is relatively restricted.

## 7. Corporate Plan Delivery

To deliver the long-term outcomes set out in the Cairngorms National Park Partnership Plan, the Plan has three main themes – Nature, People and Place. These are supplemented by a support theme – Corporate Services and Communications. The table below shows the direct and indirect delivery of the Park Authority against the National Park Partnership Plan objectives.

The KPI's for Nature, People and Place are set out in the National Park Partnership Plan. The Corporate KPI's are set out in this document in Section 4.



**Section 1 - Nature**

Name	Partnership Plan objective	Partnership Plan actions by 2027	Park Authority direct delivery	Park Authority indirect delivery
<b>A1: Net zero</b>	Ensure the Cairngorms National Park Reaches Net Zero as soon as possible and contributes all it can to helping Scotland meet its net zero commitments.	<ul style="list-style-type: none"> <li>• Carbon audit and baseline established for the Cairngorms National Park in 2022.</li> <li>• Establish date for Cairngorms National Park to be net zero and carbon negative by 2023.</li> <li>• Establish a Community Climate Action Hub for the National Park.</li> <li>• Heritage Horizons: Cairngorms 2030 programme.</li> </ul>	<p>Delivering baseline report, monitor and annually report on progress towards CNP achieving net-zero and subsequently acting as a carbon sink</p> <p>Lead on delivering Cairngorms 2030, empowering people to contribute to net zero ambitions</p>	Park Authority will work with partners including SG to establish a Community Climate Action Hub.
<b>A2: Woodland expansion</b>	Increase the amount of woodland in the National Park to support larger, more natural woodland, expanding in places up to a natural treeline, providing connections	<ul style="list-style-type: none"> <li>• Expand woodland by a minimum of 7,000 ha through the delivery of the Cairngorms National Park Forest Strategy and targeted grant schemes.</li> </ul>	Deliver 1,000 ha of new or expanded woodland with new and innovative uses of the Forest Grant Scheme as part of Cairngorms 2030.	CNPA will inspire, encourage and provide advice on woodland creation, potential forestry applications & forest plans in the Park to



	across river catchments and around the central core of the mountains.	<ul style="list-style-type: none"> <li>• Ensure all scales of woodland are considered and supported, including agro-forestry, and that at least 2,500 ha is achieved through natural regeneration without planting.</li> <li>• Work with land managers to ensure existing woodlands are managed for a range of benefits including timber production, public access, biodiversity etc.</li> <li>• Work to deliver improvements to woodland deer management planning in forest plans.</li> <li>• Heritage Horizons: Cairngorms 2030 programme.</li> </ul>	Promote and administer a Woodland Challenge Fund to support land managers in the preparation of FGS applications.	landowners and Scottish Forestry in line with NPPP, Cairngorms Nature & Cairngorms Forest Strategy.
<b>A3: Peatland restoration</b>	Restore and manage peatland within the National Park to reduce carbon emissions and improve biodiversity.	<ul style="list-style-type: none"> <li>• Restore a minimum of 6,500 ha of peatland.</li> <li>• Increase contractor and estate capacity while creating job opportunities</li> </ul>	Support and finance the restoration of peatland, with 6,500 hectares restored by 2027	Peatland skills training programme to be developed with partners



		<p>through a peatland skills training programme.</p> <ul style="list-style-type: none"> <li>• Develop guidance on the integration of peatland restoration and woodland expansion in the National Park</li> <li>• Explore protection options for peatland restoration from herbivores.</li> <li>• Heritage Horizons: Cairngorms 2030 programme.</li> </ul>		<p>Guidance on integration of peatland and woodland to be developed with partners including how to protect from herbivores.</p>
<b>A4 – Deer and herbivore impacts</b>	<p>Reduce the negative impacts of red deer and other herbivores across the National Park to enable woodlands to expand, heather loss to be reversed, peatlands to recover and wider biodiversity and landscape enhancements to take place.</p>	<ul style="list-style-type: none"> <li>• Work in partnership with deer management groups to produce strategic land use plans which explore a wide range of income streams (including from natural capital), reduce habitat impacts and deliver a wide range of public and private benefits.</li> <li>• Explore new models of public / private partnership for maintaining stalker</li> </ul>	<p>Work with Deer Management Groups, as part of Cairngorms 2030, to deliver strategic land management plans to support a reduction in deer numbers.</p> <p>Investigate and trial models which achieve policy outcomes and retain skills and employment in the sector</p>	<p>CNPA will work with partners on the Strategic Board and Working Groups in implementing recommendations from the Deer Working Group.</p>



		<p>employment in key areas of the National Park to achieve overall deer policy objectives.</p> <ul style="list-style-type: none"> <li>• Explore the use of measures of deer and herbivore occupancy across the National Park and investigate how those measures might be used to improve the management of herbivores and, specifically, reduce deer impacts on restoration targets.</li> <li>• Heritage Horizons:</li> </ul>	<p>Investigate the efficacy and practicalities of measures used in assessing impacts</p>	
<b>A5 – Moorland management</b>	<p>Increase the sustainability of moorland management in the National Park to ensure greater species and structural diversity in moorland areas of the National Park.</p>	<ul style="list-style-type: none"> <li>• Introduction of grouse moor licensing and other elements of the Independent Review of Grouse Moor Management within the Cairngorms National Park.</li> <li>• Support knowledge exchange and sharing of good practice from the East Cairngorms Moorland Partnership to other parts of the National Park.</li> </ul>	<p>Lead the East Cairngorms Moorland Partnership as a demonstration of sustainable moorland management delivering both public and private interests.</p>	<p>Contribute to the development and implementation of grouse moor licensing</p> <p>Coordinate and support Cairngorms Upland Advisory Group</p>



		<ul style="list-style-type: none"><li>• Develop and support Estate Management Plans and Wildlife Estates Scotland accreditation.</li></ul>		
<b>A6 – Gamebird management</b>	Ensure that all pheasant and partridge shoots adhere to best practice and that all gamebird releases are sustainable and do not negatively impact on native biodiversity.	<ul style="list-style-type: none"><li>• Establish a baseline for the number of gamebirds released in the National Park and assess their impact on native biodiversity.</li><li>• Depending on the evidence gathered, investigate the use of Park Authority powers to regulate gamebird releases and develop a regulatory approach if required.</li></ul>	Establish baseline and assess impact of gamebird releases on native biodiversity. Produce report & recommendations on potential options based on impact assessment.	
<b>A7 – Fire management</b>	Ensure that all managed burning (muirburn) follows best practice as defined by the muirburn licensing scheme, supporting habitat restoration and recovery. Reduce wildfire risk by developing an integrated wildfire management	<ul style="list-style-type: none"><li>• Conduct an audit to establish an accurate baseline for the extent of deep peat in the National Park</li><li>• Introduce and support a muirburn licencing regime in the National Park.</li><li>• Develop an integrated wildfire management plan for the National Park,</li></ul>	Develop an integrated wildfire management plan  Establish a baseline of deep peat	Contribute to the development and implementation of muirburn good practice and licensing regime and clear communication about the risk of fires and appropriate behaviour.



	plan for the National Park.	<p>including strategic firebreaks.</p> <ul style="list-style-type: none"> <li>• Develop and agree National Park approach on campfires and barbecues.</li> </ul>		
<b>A8 – Farming</b>	Work with farms in the National Park to reduce their carbon footprint, conserve soil carbon, encourage sustainable production and deliver increased biodiversity on in-by-ye land.	<ul style="list-style-type: none"> <li>• Agree carbon and biodiversity management plans with farmers in the National Park to help guide their activities.</li> <li>• Develop nature-friendly farming projects (woodland, waders, species rich grassland) as part of the Cairngorms Nature Action Plan.</li> <li>• Develop and establish a Regional Land Use Framework and Partnership.</li> </ul>	<p>Complete pilot RLUP and RLUF</p> <p>Lead oversight of delivery of Cairngorms Nature Action Plan</p> <p>Deliver Cairngorms 2030 Future Farming projects supporting farmers in achieving carbon neutrality and helping address the twin crises in the context of a profitable farm business.</p>	<p>Coordinate and support Cairngorms Nature partnership and Cairngorms Upland Advisory Group</p> <p>Work with partners to support farmers and crofters through transitions</p>
<b>A9 – Freshwater systems</b>	Restore and connect rivers to thriving wetlands and floodplains as part of a wider restoration of the National Park's	<ul style="list-style-type: none"> <li>• Deliver catchment management plans.</li> <li>• Develop and agree a long-term approach to water management and</li> </ul>	Deliver Cairngorms 2030 Climate Resilient Catchment projects demonstrating restoration complimentary to surrounding land use that	Support Catchment Management Partnerships and Fisheries Boards



	freshwater systems, helping mitigate the impacts of climate change.	abstraction to help alleviate flood and drought issues	benefits communities and wildlife.	
<b>A10 – Ecological network</b>	Connect habitats and ecosystems across all different types of land use in the National Park to create an ecological network, which will bring wider landscape, biodiversity and people benefits.	<ul style="list-style-type: none"> <li>• Develop Cairngorms Nature Networks – a spatial mapping of potential strategic areas for expanding, enhancing, and increasing connectivity of habitats and species in the National Park</li> <li>• Undertake a ‘call’ for new nature restoration sites in the National Park that deliver ecological functionality and look to secure long-term funding.</li> <li>• Review and develop our approach to designations in the National Park to help deliver ecological restoration and contribute to ecological networks and net zero, in line with new Scottish Biodiversity Strategy.</li> </ul>	<p>Design, deliver and showcase a template for Nature Networks to guide habitat restoration priorities and support land use decision making.</p> <p>Develop, publicise and administer a system for encouraging land managers to engage with creating Nature Networks including a call for sites.</p>	Encourage using test cases in the National Park to develop new thinking and models for the role of designated sites in meeting the nature and climate crises



		<ul style="list-style-type: none"> <li>• Develop NatureScot Conservation Advice Packages.</li> </ul>		
<b>A11 - Ecological restoration</b>	Improve ecosystem functionality and resilience across the National Park by increasing the area of land managed principally for ecological restoration.	<ul style="list-style-type: none"> <li>• Work with Cairngorms Connect, the East Cairngorms Moorland Partnership and others to expand the area of the National Park under ecosystem restoration</li> <li>• Develop case studies demonstrating what success looks like, share knowledge, and agree an appropriate monitoring framework.</li> </ul>	Define and establish a baseline on land managed principally for ecosystem restoration. Encourage more land in the National Park to be managed principally for ecosystem restoration to meet the target in the Park Plan.	Showcase ecological restoration through landscape scale partnerships in the Park  Contribute to the development and implementation of 30 x 30
<b>A12 – Cairngorms Nature Index</b>	Develop a more complete understanding of the National Park’s species, habitats and ecosystems, and help monitor long-term progress through a dedicated Cairngorms Nature Index.	<ul style="list-style-type: none"> <li>• Establish the Cairngorms Nature Index.</li> <li>• Establish a Cairngorms Nature Atlas / data portal.</li> <li>• Monitor changes in Special Landscape Qualities.</li> </ul>	Design, deliver and showcase a Cairngorms Nature Index  Establish a biological data portal	Support Cairngorms Nature partnership
<b>A13 – Species recovery</b>	Ensure species thrive in the National Park with key assemblages across	<ul style="list-style-type: none"> <li>• Deliver species recovery plans for priority species</li> </ul>	Lead on beaver reintroduction.	Coordinate and support the Cairngorms Nature



	the Cairngorms within the semi-natural landscape.	<p>through the Cairngorms Nature Action Plan.</p> <ul style="list-style-type: none"> <li>• Deliver a work programme to support capercaillie conservation in the Cairngorms, based on best available evidence.</li> <li>• Facilitate beaver translocation in the Cairngorms National Park.</li> <li>• Reduce wildlife crime in the National Park, with a specific focus on eliminating it as a constraint on raptor numbers and range occupancy in the National Park.</li> <li>• Deliver the Cairngorms Raptor Project, in partnership with land managers and raptor study groups.</li> </ul>	<p>Lead on a capercaillie emergency plan and long - term strategy.</p> <p>Lead on the Cairngorms raptor project.</p>	<p>partnership and delivery of the Cairngorms Nature Action Plan.</p> <p>Foster collaboration with Police Scotland, Raptor Study Groups and land managers</p>
<b>A14 – Green investment</b>	Use private green investment in the National Park to fund nature’s recovery and share the benefits	<ul style="list-style-type: none"> <li>• Trial a green finance project for peatland restoration in the National Park.</li> <li>• Explore green finance opportunities at a landscape</li> </ul>	Pilot approaches to blended public and private finance to deliver net zero and biodiversity targets, whilst also providing long-	Support restoration activities at scale via landscape partnerships.



	between communities, landowners, workers and wider society.	scale and for a wider range of benefits, including local community benefit. <ul style="list-style-type: none"><li>• Identify a pipeline of projects within the National Park over the next five years.</li><li>• Identify opportunities to strengthen the role of communities and public authorities in land purchase decisions in the National Park through the next Land Reform Bill.</li></ul>	term benefits for land managers, investors and local communities.	
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## Section 2 - People

Name	Partnership Plan objective	Partnership Plan actions by 2027	Park Authority direct delivery	Park Authority indirect delivery
<b>B1: Working-age population</b>	The proportion of young and working-age people in the National Park increases relative to the total resident population, which remains stable	<ul style="list-style-type: none"> <li>Develop and implement a Local Development Plan.</li> <li>Develop a green skills / youth apprenticeship project to help grow a strong working age population (see People objective B4 – Skills and training).</li> <li>Grow the influence and level of youth participation in the Cairngorms Youth Action Team.</li> </ul>	<p>Deliver and monitor Local Development Plan 2021</p> <p>Lead development of new Local Development Plan</p> <p>Lead the coordination and development of Cairngorms Youth Action Team</p>	<p>Promote development of sites within LDP</p> <p>Work in partnership with LAs to promote coordinated delivery of LDP</p> <p>Support partners delivering green skills youth apprenticeship or equivalent skills and training initiatives.</p>
<b>B2: Wellbeing economy</b>	Develop a wellbeing economy that delivers social justice in a healthy ecosystem, drawing on the special natural and cultural qualities of the Cairngorms.	<ul style="list-style-type: none"> <li>Develop Cairngorms Cornerstone Indicators for a wellbeing economy to track key social and economic data and trends.</li> <li>Develop and implement a Wellbeing Economy Action</li> </ul>	<p>Lead the development of Cornerstone Indicators</p> <p>Lead development of Wellbeing Economy Action Plan to integrate economic</p>	<p>Promote accreditation schemes to promote equalities and equal opportunities</p>



		<p>Plan with targeted support and development measures for key sectors.</p> <ul style="list-style-type: none"> <li>• Support employers to gain accreditation for eg Disability Confident, Carer Positive and the Young Person's Guarantee (see People objective B10 – Park for All).</li> </ul>	and community-led development	Coordinate and support Economic Steering Group
<b>B3: Real Living Wage</b>	Increase the number of Real Living Wage employers in the National Park.	<ul style="list-style-type: none"> <li>• Undertake a Real Living Wage audit of employers in the National Park and Promote best practice and provide regular reports. Suggest deleting next action</li> <li>• Promote best practice and provide regular reports.</li> </ul>	Promote the development of Real Living Wages through Economic Steering Group as part of Wellbeing Economy Action Plan	Contribute to research on Real Living Wage and support initiatives to increase participation
<b>B4: Skills and training</b>	Increase skills and training opportunities for people in the National Park to meet business needs and ensure opportunities created by the growth in green jobs	<ul style="list-style-type: none"> <li>• Support skills and training programmes relevant to business needs and changes in land management within the National Park (see Nature objectives A2 to A6)</li> </ul>	Develop CNPA as exemplar of good practice in youth training and skills – emphasis on Planning Service, Peatland, Ranger Service and Outdoor	Financially support targeted skills initiatives, mentoring schemes and collaborative business organisations (e.g. Growbiz, Countryside



	can be filled by residents and under-represented groups.	<ul style="list-style-type: none"> <li>• Develop scholarships and a mentoring scheme for young people who want to study and be employed in the National Park.</li> <li>• Develop targeted skills initiatives to support social enterprises (see People objective B5 – Community assets and land).</li> </ul>	Access and Corporate functions	<p>Learning Scotland, Cairngorms Business Partnership)</p> <p>Promote scholarships and training opportunities</p>
<b>B5: Community assets and land</b>	Increase the number of assets in community ownership or management, the number of social enterprises that generate a profit and the area of land where communities are involved in management decisions.	<ul style="list-style-type: none"> <li>• Identify opportunities for community land ownership through a refreshed set of community action plans / local place plans.</li> <li>• Promote Scottish Land Commission Guidance and monitor compliance.</li> <li>• Develop targeted skills initiatives to support social enterprises – as B4</li> <li>• Support communities to acquire and manage assets / land through enhanced funding and training support</li> </ul>	<p>Coordinate and promote the development of Local Action Plans/ Local Place Plans</p> <p>Deliver Cairngorms 2030 projects – community managed grant scheme; effective community engagement, etc.</p>	<p>Promote LCS Guidance through all partnership work</p> <p>Coordinate and promote the development of community owned or managed assets in the Park.</p>



<p><b>B6: New approaches to citizen participation</b></p>	<p>Strengthen the participation structures that support planning and decision-making at a local level.</p>	<ul style="list-style-type: none"> <li>Heritage Horizons: Cairngorms 2030 programme (<a href="#">see page XX above</a>).</li> <li></li> </ul>	<p>Deliver Cairngorms 2030 projects – community managed grant scheme; effective community engagement, etc</p>	<p>Support development of training for community participation in planning.</p>
<p><b>B7: Community-led planning and development</b></p>	<p>Communities have up-to-date community action plans and are supported by a community-led local development funding programme, delivering the National Park Partnership Plan.</p>	<ul style="list-style-type: none"> <li>A refreshed programme of support for community action planning and local place plans.</li> <li>Develop and administer a new community-led development funding stream.</li> </ul>	<p>Coordinate and promote the development of Local Action Plans/ Local Place Plans</p> <p>Act as accountable body or other supporting role as required to underpin delivery of CLLD in Cairngorms.</p>	<p>Influence strategic development of national focus on and design of CLLD to secure an adequate level of resourcing which continues to focus on Cairngorms NP as an administrative boundary.</p>
<p><b>B8: Gaelic language and culture</b></p>	<p>Encourage greater use of Gaelic in the National Park.</p>	<ul style="list-style-type: none"> <li>All public bodies implement their Gaelic language plans in full. Develop a suite of support tools for Gaelic, in collaboration with local businesses and community / cultural groups.</li> </ul>	<p>Develop the Gaelic Language Plan for CNPA</p>	<p>Promote Gaelic especially though work on sustainable tourism, community development and relevant heritage projects</p>



<p><b>B9: Mental and physical health</b></p>	<p>Improve the mental and physical health and wellbeing of the people of the National Park through greater connection with nature and the outdoors.</p>	<ul style="list-style-type: none"> <li>• Review, update and deliver the Active Cairngorms Action Plan.</li> <li>• Extend the health walks programme to every community in the National Park.</li> <li>• Increase the number of opportunities for green volunteering.</li> <li>• Make greater use of green health directories to support self-led green health activities.</li> </ul>	<p>Lead development and delivery of Active Cairngorms Action Plan</p> <p>Deliver Cairngorms 2030 projects – Green Health</p>	<p>Support suitable initiatives through grant aid and advice</p>
<p><b>B10: A Park for All</b></p>	<p>There will be better opportunities for everyone to enjoy the National Park and the visitor profile will be more diverse, especially with regards to people who are disabled, from lower socio-economic backgrounds, LGBTQ+</p>	<ul style="list-style-type: none"> <li>• Work with the Cairngorms Equalities Advisory Panel to address systemic issues and deliver a Park for All.</li> <li>• Review, update and deliver the Active Cairngorms Action Plan, infrastructure plans and Tourism Action Plan.</li> <li>• Grow the role, remit and influence of the Cairngorms</li> </ul>	<p>Lead on developing delivering new Active Cairngorms Action Plan</p> <p>Deliver the Strategic Tourism Infrastructure Plan and Sustainable Tourism Action Plan.</p> <p>See B1 above re Youth Action Team</p>	<p>Promote suitable schemes and information</p> <p>Support suitable projects and initiatives through grant aid and advice</p>



	and from minority and ethnic groups.	<p>Youth Action Team. (see People policy B1).</p> <ul style="list-style-type: none"> <li>• Develop targeted support programmes to overcome specific barriers to enjoying the National Park, including looking at business and infrastructure capacity</li> <li>• Conduct regular surveys of residents' and visitors' values and attitudes to key issues in the National Park.</li> <li>• Refresh the Park for All campaign to address barriers to participation from groups / sectors that are under-represented in the National Park.</li> </ul>	<p>Develop Equalities Mainstreaming Report and Plan</p> <p>Refresh and promote Park for All campaign</p> <p>Lead coordination of Equalities Advisory Panel</p>	
<b>B11: Volunteering and outdoor learning</b>	Increase the number of volunteer days spent caring for the National Park, taking an inclusive approach to volunteering recruitment.	<ul style="list-style-type: none"> <li>• Review, update and deliver the Active Cairngorms Action Plan.</li> <li>• Develop and expand the volunteer, junior ranger and John Muir Award programmes.</li> </ul>	<p>Lead on delivering new Active Cairngorms Action Plan</p> <p>Lead on recruitment/ training/ coordination of volunteers to care for Park</p>	Work in partnership with landowners, communities and Third sector bodies to use volunteers to care for the Park



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	Support and deliver opportunities for outdoor learning, linked to the special qualities of the National Park.	<ul style="list-style-type: none"><li>• Support communities in maintaining and improving their local environment (path network, litter collection, open spaces, species and habitat work etc).</li></ul>		
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### Section 3 - Place

Name	Partnership Plan objective	Partnership Plan actions by 2027	Park Authority direct delivery	Park Authority indirect delivery
<b>C1: Access to housing</b>	Ensure that there is sufficient affordable housing stock to enable people to live and work within the National Park.	<ul style="list-style-type: none"><li>• Introduce short-term let control areas and short-term let licensing to increase the supply of mid-market properties available for local residents and workers.</li><li>• Secure investment in the private rented sector to provide long-term housing for workers and local people.</li><li>• Develop partnership approaches led by local businesses and community-led initiatives to address accommodation needs for workers and local people.</li></ul>	<p>Deliver and monitor Local Development Plan 2021</p> <p>Lead development of new Local Development Plan.</p> <p>Coordinate community-led housing network</p>	<p>Promote need for investment in public/community ownership of land.</p> <p>Work with local authorities to purchase housing land through local housing strategies and strategic housing investment plans.</p> <p>Support community and business housing projects and initiatives through grant aid and advice.</p>



<b>C2: New housing</b>	Deliver new housing in the National Park and ensure as much as possible is secured for key workers and / or to resolve affordability issues.	<ul style="list-style-type: none"><li>• Deliver at least 200 new affordable and mid-market rent homes through local authority Strategic Housing Investment Plans and affordable housing delivery programmes.</li><li>• Use the next Local Development Plan to identify further locations where more than 25% affordable housing is required and bring this up to 75% affordable overall.</li><li>• Support communities to deliver community-led housing solutions, including by making the most of powers to buy land and taking a more pro-active role in management where appropriate.</li></ul>	Deliver and monitor Local Development Plan 2021  Lead development of new Local Development Plan.  Coordinate community-led housing network	Promote need for investment in public/community ownership of land.  Work with local authorities to purchase housing land through local housing strategies and strategic housing investment plans.  Support community and business housing projects and initiatives through grant aid and advice.  Support development and and monitoring of mechanisms to promote housing for living working in Park
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<p><b>C3: Housing and community benefit</b></p>	<p>Work with communities to ensure that the majority of land allocated for development around villages and towns in the National Park is controlled by communities or public bodies to help manage long-term development needs.</p>	<ul style="list-style-type: none"> <li>• Review options and funding for public sector purchase of allocated development land.</li> <li>• Support communities to use all possible options to access land for the developments they need.</li> <li>•</li> </ul>	<p>Lead development of new Local Development Plan</p> <p>Coordinate community-led housing network</p>	<p>Share best practice and sources of funding with communities.</p> <p>Promote need for investment in public/community ownership of land.</p> <p>Work with local authorities to purchase housing land through local housing strategies and strategic housing investment plans.</p> <p>Support community and business housing projects and initiatives through grant aid and advice.</p>
<p><b>C4. Village and town centres</b></p>	<p>Ensure villages and town centres in the National</p>	<ul style="list-style-type: none"> <li>• Review mechanisms available to the public sector</li> </ul>	<p>Promote regeneration through Wellbeing</p>	<p>Financially support targeted initiatives</p>



	<p>Park are thriving places where people live, shop and meet.</p>	<p>to encourage regeneration of our town and village centres.</p> <ul style="list-style-type: none"> <li>Promote business and community-led collaborative projects to encourage local expenditure and supply chains.</li> <li>Develop a rural approach to the 20-minute neighbourhood concept in the National Park.</li> </ul>	<p>Economy Action Plan and Community Action Plans</p> <p>Lead development of new Local Development Plan</p> <p>Deliver Cairngorms 2030 projects – active travel, community grant scheme</p>	<p>and collaborative business organisations (e.g. Growbiz, Countryside Learning Scotland, Cairngorms Business Partnership)</p> <p>Participate in Scotland's Towns Partnership scheme</p> <p>Support suitable projects and initiatives through grant aid and advice</p>
<p><b>C5: Visitors to the National Park</b></p>	<p>Work to stabilise visitor numbers in the peak season, focusing growth on quieter months and on those areas that have the infrastructure and capacity to</p>	<ul style="list-style-type: none"> <li>Review, update and deliver the Cairngorms Tourism Action Plan to promote areas with geographic and / or seasonal capacity in a sustainable manner.</li> </ul>	<p>Deliver Sustainable Tourism Action Plan and Strategic Tourism Infrastructure Plan.</p>	<p>Support projects to develop the legacy of previous projects to develop the Park (eg Badenoch; The Storylands, Dark Skies</p>



	accommodate additional visitors.	<ul style="list-style-type: none"> <li>• Develop a strategic Tourism Infrastructure Plan to provide higher quality infrastructure at key visitor hotspots and for key sectors (e.g. camping and motorhomes).</li> <li>• Collect and share high quality data on visitor numbers, behaviour, perceptions, and aspirations.</li> <li>•</li> </ul>	<p>Lead the development of Active Cairngorms Action Plan</p> <p>Undertake visitor surveys and collate and share visitor data.</p>	<p>Park, Snow Roads, etc)</p> <p>Use digital technology to monitor and influence visitor distribution and behaviour</p> <p>Support suitable initiatives through grant aid and advice</p>
<b>C6: A sustainable destination</b>	Secure the national Park's reputation as an international exemplar in sustainable tourism and the management of protected areas	<ul style="list-style-type: none"> <li>• Submit Tourism action Plan to Europarc by 2023 and secure accreditation</li> <li>• Maintain our status with Glasgow Declaration (Climate Action in Tourism)</li> </ul>	<p>Deliver Sustainable Tourism Action Plan and Strategic Tourism Infrastructure Plan.</p> <p>Deliver Cairngorms 2030 projects – active travel, community grant scheme</p>	Support suitable projects and initiatives through grant aid and advice
<b>C7: Transport to and around the Park</b>	Promote a modal shift towards sustainable and active travel in the way visitors and commuters	<ul style="list-style-type: none"> <li>• Work to ensure bike capacity as part of the Highland Mainline development.</li> </ul>	Deliver Strategic Tourism Infrastructure Plan.	Support suitable projects and initiatives through grant aid and advice



	get to, and everyone moves around, the National Park.	<ul style="list-style-type: none"> <li>• Support Sustrans-led work on promoting and developing the Lochs and Glens Way (formerly National Cycle Network 7) and National Cycle Network 195.</li> <li>• Promote low-cost initiatives to access the National Park by public transport (see People objective B10 – A Park for All).</li> <li>• Promote innovative approaches based on 'mobility as a service', demand-responsive transport initiatives, improved connectivity of bus routes, and e-scooters, electric car schemes, car share schemes etc.</li> </ul>	Deliver Cairngorms 2030 projects – active travel, community grant scheme, Glenmore Transport project.	Promote need for investment
<b>C8: Accessible path and cycle network</b>	Improve path, cycle and outdoor access networks to give outstanding opportunities to	<ul style="list-style-type: none"> <li>• Develop and implement a new Cairngorms Strategic Tourism Infrastructure Plan.</li> </ul>	Deliver Strategic Tourism Infrastructure Plan	Work in partnership with CBP to increase the promotion and



	<p>experience the natural and cultural heritage of the National Park to the widest range of people, while minimising disturbance to vulnerable species, habitats and sites.</p>	<ul style="list-style-type: none"> <li>• Review the Active Cairngorms Action Plan. Complete the extension of Deeside Way to Braemar.</li> <li>• Increase promotion of the Speyside Way and provide options for cycling.</li> <li>• Consider all potential mechanisms to reduce disturbance on key species (see Nature objective A13 – Species recovery) and recreational impacts on high ground.</li> </ul>	<p>Develop and deliver Active Cairngorms Action Plan – including proposals to reduce disturbance to key species and habitats.</p> <p>Lead on planning and investment in the Speyside Way Long Distance Route</p> <p>Deliver Cairngorms 2030 projects – active travel, community grant scheme</p>	<p>business engagement in the Speyside Way</p> <p>Work to support community path groups</p> <p>See B11 on volunteering</p>
<b>C9: High-quality visitor experience</b>	<p>Welcome visitors and provide a high-quality experience while managing their impacts through providing better infrastructure and high-quality ranger services.</p>	<ul style="list-style-type: none"> <li>• Support the implementation of the Cairngorm Mountain masterplan.</li> <li>• Support a coordinated family of ranger services across the National Park.</li> <li>• Map accessible facilities, so people can identify in advance of their journey</li> </ul>	<p>Deliver Strategic Tourism Infrastructure Plan</p> <p>Develop and deliver Active Cairngorms Action Plan.</p> <p>Directory deliver CNPA Ranger Service and coordinate and support family of Ranger Services</p>	<p>Assist HIE in delivery of the Cairngorm Mountain Masterplan.</p> <p>Assist CBP to ensure promotion of accessible facilities to visitors.</p>



		available accessibility support.		
<b>C10: Cultural heritage</b>	Safeguard and promote the Park's cultural heritage and provide opportunities for everyone to experience and learn about the National Park's outstanding historic environment, history and culture.	<ul style="list-style-type: none"><li>• Develop a Cairngorms cultural heritage network, building on the success of the Badenoch: The Storylands project, Tomintoul and Glenlivet Landscape Partnership and Cateran Ecomuseum.</li><li>• Provide grant funding for community heritage projects that contribute to a cultural heritage network.</li></ul>	Lead the development of Cairngorms Cultural Heritage network as part of Wellbeing Economy Action Plan with focus on community involvement and interpretation	Support suitable initiatives through grant aid and advice  See B8 on Gaelic Language and Culture



## Section 4 – Corporate and Communications

<b>Objective</b>	<b>Direct delivery outcomes</b>	<b>Indirect activity outcomes</b>
Planning Service	Deliver Development Management Service  Deliver Local Development Plan  Monitoring & Enforcement Service Improvement	See Nature, People and Place
Coordinating delivery, monitoring and evaluation of the NPPP delivery	Develop and implement effective NPPP performance management framework.	Influence and advise on partners' resourcing and delivery plans as they relate to Cairngorms investment and activity.
The best small public body in Scotland to work for	HR and wider organisational policy and procedures are in place which reflect and where appropriate go beyond national policy, industry standards and staff feedback, and thereby contribute to positive overall staff survey feedback and engagement.  Meet the unique and diverse needs of all staff.	



	<p>Achieve recruitment and retention targets, as well as absence and staff safety standards.</p> <p>Achieve equalities targets and delivery of equality outcomes</p>	
A responsive, effective accountable body for the community led local development (CLLD) programmes we support	Provide Accountable Body Services: financial stewardship, governance, HR and organisational support.	Influence the development of national CLLD policy: Recognise NP as a distinct CLLD area and achieve funding aspirations.
Lead successful delivery of the Heritage Horizons: Cairngorms 2030 programme	<p>Programme Delivery Phase Bid approved. Programme milestones met.</p> <p>Programme performance management framework shows effective delivery of agreed programme outcomes.</p>	
Effectively communicate the work of the Park Authority and partners in delivering the NPPP.	<p>New Comms and Engagement strategy delivered aligned to NPPP objectives.</p> <p>Comms activity coordinated across a range of channels, matched to specific audiences and desired outcomes (incl. behaviour change).</p>	<p>Work with partners to establish regular sharing of key successes / project activities.</p> <p>Demonstrating value of partnership with CNPA, encouraging others to collaborate.</p>
Celebrate the diversity of stakeholders that live, visit and work in the National Park through our comms activity.	Refresh the 'Park for All' campaign.	Providing a platform for under-represented individuals / communities of interest to share their stories.



	Deliver specific comms campaigns aligned to our Public Sector Equalities Duty (including LGBTI communities, ethnic minorities and audiences with disabilities).	Providing advice and training for key partners on how to adopt a similar approach.
Implement robust, effective and efficient internal control and administration systems supporting delivery of our corporate objectives	<p>Scheduled review and renewal of policies and procedures.</p> <p>External review mechanisms support policy development.</p> <p>Agreed recommendations acted on within timetable.</p> <p>Data management and IT services transitioned to fully support hybrid and cloud based working.</p>	

### Corporate KPI's

- Staff Turnover – with a target of not more than 10% in rolling 12 month period.
- Formal Case Load – H&S, Staff Processes with a target of a maximum of 4 formal cases in a rolling 12 month period
- Complaints – Number and % dealt with in timescale
- FOI / EIR / SAR – Number and % dealt with in timescale
- Park Authority GHG Emissions – Annual reduction in GHG emissions from CNPA based on statutory modelling.
- Finance – Budget and outturns managed to + / -2% of break-even



## 8. Key partnerships and mechanisms

The Park Authority is involved with, or leads, a range of partnerships across the National Park to help deliver the Partnership Plan. These partnerships help to deliver across each of the key themes of Nature, People and Place.

### Partnerships

- Active Cairngorms
- Angus Glens Partnership
- Cairngorms Connect
- Cairngorms Economic Steering Group
- Cairngorms Local Action Group Trust
- Cairngorms Local Outdoor Access Forum
- Cairngorms Nature Partnership
- Catchment Partnerships
- Cairngorms Tourism Partnership
- Cairngorms Upland Advisory Group
- Deer Management Groups
- East Cairngorms Moorland Partnership
- Equalities Advisory Panel

### Mechanisms

- Preparation of the National Park Partnership Plan – statutory function
- Planning service – statutory function
- Outdoor access management – statutory function
- Land management and conservation support
- Ranger services and visitor infrastructure
- Community support and planning
- Community led-local development
- Sustainable Tourism and visitor management
- Outdoor learning and outreach
- Volunteering
- Equalities
- Communications and engagement
- Corporate Services

## 9. Outline budget 2023 - 2027

The table below sets the overall budget context for the Park Authority. Annual Operational Plans will direct financial and staff resources into the priority areas identified in the Corporate Plan and agreed by the Park Authority board. The figures for 2024/25 onwards are indicative.



Cairngorms National Park Authority – Forward Financial Projections

	23-24	24-25	25-26	26-27
	£000	£000	£000	£000
Cairngorms National Park Authority Capital	1,100	1,200	1,100	1,100
Cairngorms NPA Resource	7,044	7,044	7,044	7,044
Peatland Restoration Capital	4,143	4,042	4,307	4,593
Peatland Restoration Resource	614	645	676	710
Nature Challenge Grant	250	300	325	325
Community Led Local Development	330	360	400	440
Other Generated Income	182	185	190	200
<b>Grant and Generated Income</b>	<b>13,663</b>	<b>13,776</b>	<b>14,042</b>	<b>14,412</b>
Project and Programme Income	1,921	7,000	7,000	7,000
<b>Total Funds Under Management</b>	<b>15,584</b>	<b>20,776</b>	<b>21,042</b>	<b>21,412</b>
Staffing and board	5,033	5,391	5,606	5,830
Running Costs	945	973	1,002	1,032
Heritage Horizons Programme Contribution	285	450	450	450
Peatland restoration capital investment	4,143	4,042	4,307	4,593
Nature and Climate	1,003	976	878	787
People	607	591	531	476
Place	865	842	757	678
Corporate support and communications	796	511	511	566
<b>Total planned expenditure</b>	<b>13,677</b>	<b>13,776</b>	<b>14,042</b>	<b>14,412</b>
Project and Programme Expenditure	1,921	7,000	7,000	7,000
<b>Total annual projected expenditure</b>	<b>15,598</b>	<b>20,776</b>	<b>21,042</b>	<b>21,412</b>